

# DR ZOE HOLLOWOOD FOR FEDERAL BOARD



## Integrity ♦ Commitment ♦ Professionalism

With only three directly elected places on the Federal Board, it is essential to elect someone who will represent the wider membership, will speak up and speak with integrity, and will ensure the highest standards of governance and accountability.

### As a member of Federal Board I will:

- ① Promote genuine pluralism**  
Ensuring diverse perspectives are heard, challenge is welcomed, decisions are strengthened and we remain true to our core liberal values.
- ② Strengthen our democracy**  
Opening opportunities for diverse participation and empowering grassroots voices, helping members feel engaged, valued and inspired.
- ③ Champion robust governance**  
Applying rigour, transparency, and accountability to every decision and respect for the rule of law.
- ④ Speak up courageously**  
Challenging orthodoxies and illiberal tendencies that restrict open debate, increase division and hinder effective problem solving.
- ⑤ Embody true liberalism**  
Set a culture that reflects liberal values and chart a bold liberal course that inspires voters with a compelling alternative to populism.
- ⑥ Deliver evidence-based change**  
Using scrutiny and critical analysis to ensure our strategies are futureproof, effective, and help us win elections.

“Zoe is a principled and fearless liberal who combines courage, intelligence, and integrity. On Federal Council she has been persistent in holding leadership to account with thorough and honest scrutiny in overseeing the outgoing Federal Board’s decisions. She values openness and diversity of viewpoint, recognising that strong strategy comes from genuine debate as well as shared values. With her sharp mind, willingness to challenge orthodoxies and commitment to transparency, Zoe will bring strength, pluralism and accountability to the Federal Board.”

**Baroness Dorothy Thornhill** Chair of the 2019 Election Review

# Vote ZOE HOLLOWOOD #1

## Experience

I bring three years' experience on **Federal Council**, scrutinising Federal Board decisions, identifying successes and areas to improve. I was lead author of the Food, Poverty and Nutrition chapter for the **Food and Farming Policy Group**, have been **English Council Rep.** for the East of England since 2022, and I am currently **Chair of Liberal Voice for Women** - a grassroots group campaigning for women's rights and child safeguarding while organising cross-party briefings in Parliament. As a local campaigner in Harpenden and Berkhamsted, I understand how Board decisions affect local teams and voter perception. With Northern working-class roots, I studied Natural Sciences at Cambridge on a full grant, followed by a PhD. I am a peer-reviewed author with 20 years in healthcare and pharma including strategy development for blue-chip companies and start-ups. I have my own consultancy and work part-time for a medical charity. I am a mother, campaigner, and active community volunteer.



## Rigour and Integrity

On every committee, I commit to reading papers in full, scrutinising evidence, and contributing constructively to improve decision-making. I am not interested in status; **I am interested in changing the Party for the better.** I think from first principles and reject orthodoxy. For example, the first point I raised with the President at a Federal Council meeting challenged the requirement for two Board references for committee appointments - noting this presented a barrier to the broader membership and diverse, new talent. The initial answer was 'it has always been this way' but soon after the Board agreed to remove the requirement. I will also raise issues of legal compliance to ensure our Party upholds the rule of law, strengthens its governance, and stays true to our core liberal values.

## Equality and Liberalism

I believe in a changing time with deepening polarisation, it is more important than ever to stand firmly by our core liberal values: **fairness, freedom, the rule of law, and open, honest debate.** True diversity means more than representation - it requires genuine diversity of thought. I know a Board where everyone is expected to think the same is neither liberal nor effective.

### A Record of Action

- ✓ Opened up Federal sub-committees to a wider group of members by advocating for removal of the requirement for two Federal Board references.
- ✓ Contributed to review of legal cases and complaints system to improve our internal processes and governance.
- ✓ Secured equal treatment for Liberal Voice for Women and raised awareness of the Equality Act, ensuring conference stands and fringe event access.
- ✓ Raised issues of women's rights and child safeguarding through cross-party work in Parliament and conference fringe events, including on 'Online Harms'.

### Committed to More

- ➔ Promote free speech and review restrictions within the Party, including the Code of Conduct, via feedback from members and staff.
- ➔ Support the Party to win seats through evidence-based engagement strategies.
- ➔ Advocate for accessible and trustworthy whistleblowing process so the Party can course correct in good time and improve.
- ➔ Review membership engagement and retention strategies, create new pathways for grassroots participation in our democracy and increase transparency.